



# Aim - 1. Reason Improvement was Chosen

**Problem Statement:** Beneficiary Travel claims were 45 days behind in payment processing. The claims accuracy rate was 75%.

**Scope:** The Perfect Storm

- Increase in beneficiary travel claims with more service connected Veterans. Claims increase from 90-110 per day to 130-150 per day.
- The Office of the Inspector General reports found fraud, waste, and abuse within the VA travel reimbursement system. VA remanded to develop a new system of claims payment.
- Claims processing in the old system required 1-3 minutes with minimal training requirements. Claims processing in the new system takes 6-8 minutes per claim with extensive training requirements for OIG compliance.
- Two key beneficiary travel employees are promoted to another department.

**Trigger:**

- Process Start: Veteran submits a beneficiary travel claim.
- Process Stop: The claim is processed by the Fiscal department.

## Map - 2. Initial State

- Increase in claims, new system implementation, and loss of staff cause a backlog in claims.
- Lack of consistency in entering claims in the new system resulting in multiple errors.
- The Result:



Poor Customer Service



Low Employee Morale



Congressional Letters



## Map - 3. Target Condition

- Ideal State:
  - Eliminate the backlog of old claims
  - Timely processing of new claims
  - Improve customer service
  - Restore employee confidence
- Aim Statement (Targets/Goals):
  - Develop standard work for processing claims within 15 days of submission with a 90% accuracy rate



## Measure - 4. Gap

### Current State versus Target State

Current State: 45 day delay in processing with 75% accuracy

Barriers to success:

- New program requirements
- New computer system and internet connectivity outages
- New staff

Target State:

- Claims processed within 15 days
- 90% accuracy

# Measure - 5. Solution Approach

If we do this...then we will achieve this.....	Effect on Claims Processing Time	Effect on Claims Accuracy Rate	Effect on Veteran Customer Service
Claims Tracking Tool	Real time process flow	Improved work flow	Update on claims status available
Standard Work	Claims processed in the most efficient manner in less time	Improved claim accuracy from 75% to 95%	Claim turnaround time decreased
Updated Phone Message	Scheduled time for returning calls	Less distractions = fewer errors	Improved message response time
Reassign non-essential duties	Less time away from processing	Less distractions = fewer errors	Clerks focused on Veterans concerns
Space reconfiguration	Optimal efficiency for processing	Improved work flow decreased errors	Improved employee morale